



TŪRUKI

Māori Health Workforce Strategy

2014-2019



HAWKE'S BAY
District Health Board
Whakawateatia

FOREWORD

Ko wai te waka e takoto nei
Ko Takitimu, ko Takitimu
Pā atu rā taku hoe
Ki te riu tapu nui o te waka
e takoto nei Rei kura, rei ora
Rei ora te mauri e
Ka turuturua, ka poupoua
Ki tawhito o te rangi e

Rurukutia
Rurukutia te waka e takoto nei
Rurukutia te kei matapupuni
Rurukutia te ihu matapupuni a Tāne
Rurukutia i te kōwhao tapu a Tāne
Rurukutia i te mata tapu a Tāne
Rurukutia i te rauawa tapu a Tāne
O te waka e takoto nei



Ki ngā ringa whero, ngā ringa raupā, nikā nei ngā mihi manahau ki te hāpori e kaha ana ki te whai hauora, waiora mo Kahungunu nei! Tēnā rawa atu koutou katoa.

It is with pleasure that I introduce the Tūruki Māori Health Workforce Strategy 2014-2019. Tūruki sets the Maori workforce strategic direction for the Health sector in Hawke's Bay and the Chatham Islands and outlines key actions which align to national, regional and local strategies. This is the third Tūruki Māori Workforce Development Strategy for the Hawke's Bay District Health Board. Following evaluation of the second Tūruki Strategy the Māori Health Service was successful in securing investment for the next five years to sustain the delivery of key objectives to continue building the Māori health workforce and further develops the mainstream cultural responsiveness programme for hospital and community services.

Services are continuing to adapt to the complex and changing needs of Māori introducing the use of new technologies, the growing burden of chronic diseases and an increasing child health population. As a result, the Māori health workforce is required to work in innovative ways to meet the demands and expectations of both the individual and the community. Integral to the Mai – Māori Health Strategy, Tūruki strengthens and develops the capability and capacity of the Māori workforce and is vital for the delivery of effective and appropriate health services to whānau, Hapu and Iwi.

The Tūruki programme wishes to acknowledge the Hospital and Community providers and individuals involved in the consultation and development of the Tūruki strategy 2014 - 2019. With the growing health needs of the Hawke's Bay and the Chatham Islands population, it is crucial that the workforce be equipped to deliver quality and effective services to it's Māori population. I look forward to Transforming and Sustaining the Maori health workforce with you over the next five years.

Tracee Te Huia
General Manager Māori Health



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OUR VISION

“HEALTHY HAWKE’S BAY”

“TE HAUORA O TE MATAUĀ-MĀUI”

Excellent health services in partnership to improve the health and wellbeing of our people and to reduce health inequities within our community.

OUR VALUES / BEHAVIOURS

RĀRANGA TE TIRA - working together in partnership across the community

HE KAUANUANU – showing respect for each other, our staff, patients and consumers

ĀKINA – continuously improving everything we do

TAUWHIRO – delivering high quality care to patients and consumers



PURPOSE

Tūruki provides a further five-year road map for Hawke's Bay District Health Board (HBDHB) to strengthen and develop the Māori health workforce in Hawke's Bay mainstream and kaupapa Māori service organisations. Provider organisations funded by HBDHB are aligning their future workforce development needs ensuring contractual obligations and service delivery commitments can be met.

BACKGROUND

For at least the last two decades, the health sector has identified Māori health workforce development as a priority – at a national level through the Ministry of Health's Health Workforce New Zealand¹ and at a local level through HBDHB,² Māori health providers, Whānau Ora collectives and Ngāti Kahungunu Iwi Incorporated.³ This strategy extends upon two previous Tūruki strategies (2008 & 2011).

Tūruki is aligned with Mai the Māori Health Strategy for the Hawke's Bay District⁴ Health Board. Tūruki continues to focus on supporting workforce development and service responsiveness to Māori. The strategy recognises the changing focus of the Mai Māori Health Strategy from health status factors to a systems change approach. During the external evaluation of the Turuki Māori Health Workforce Strategy consultation with key stakeholders around action areas for 2014-2019 was identified⁵. Consequently, a gap analysis has been included within the action plan to help identify priority workforce areas for the future.



¹ Central Training Hub, Health Workforce New Zealand, *Regional Services Plan* (2014).

² Hawke's Bay District Health Board, *Transform & Sustain* (2013), p22-23

³ Ngāti Kahungunu Iwi Incorporated, *Te Ara Toiora o Ngāti Kahungunu Wellbeing Strategy*, (2013) www.kahungunu.iwi.nz

⁴ Hawke's Bay District Health Board, *Mai: Maori Health Strategy 2014-2019*, (2014)

⁵ Eastern Institute of Technology, *External Evaluation of Hawke's Bay District Health Board's Turuki Maori Workforce Strategy 2011- 2014*, (2013)

STRATEGIC FOCUS

Overarching Strategy of Tūruki

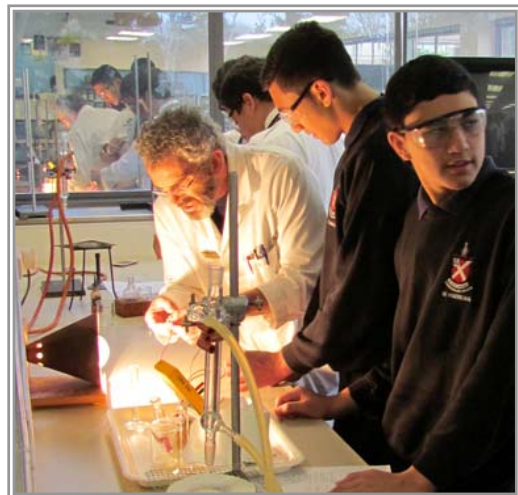
The overarching vision for HBDHB is to have a healthy Hawke's Bay - Te Hauora o te Matau-ā-Maui. This is being enabled through the provision of excellent high quality health services that work in partnership to improve the health and well-being of our people and to reduce health inequities within our community.⁶

Tūruki aims to ensure the Hawke's Bay health workforce is responsive to the needs of Māori through operationally and strategically developing Māori health workforce capacity and capability and improving the cultural competency of the non-Māori health workforce.

Over the period of this strategy (2014-2019) the approach to support both the Māori and non-Māori health workforce is vital. The programme will respond to the changing needs and challenges of the population and be aligned to the New Zealand Triple Aim model including:

1. Responding to our population
2. Delivering consistent high-quality health care
3. Being more efficient at what we do

There is increasing recognition that clinical and cultural competency is inextricably linked and that these factors are essential to ensure Māori engagement with health services⁷. Reducing inequalities in healthcare access and health outcomes requires both a robust Māori workforce and a culturally competent non-Māori health workforce who understand inequalities and what perpetuates them. The first two Tūruki strategies identified the need to support Māori clinicians within Māori Providers and Whānau Ora collectives with clinical support. In addition it sought to assist in ensuring the non Maori workforce were culturally responsive to the needs of Maori patients and their whanau. Coordination of the various avenues of assistance such as Health Workforce New Zealand, Pumau Whakapakari and Māori Provider Development Scheme funding pools has been a priority. More collaborative opportunities between Māori and non Māori for clinical and cultural training has been a successful strategy to improve the quality of all services.



⁶ Hawke's Bay District Health Board, *Transform & Sustain: The next five years* (2013)

⁷ Reanga New Zealand Consultancy Ltd, (2012). *Whakapuawaitia Ngai Māori 2030: Thriving as Māori 2030 Māori Health Workforce Priorities*. Wellington: Ministry of Health

National Alignment

Tūruki is aligned with the national Māori health workforce programme Kia Ora Hauora⁸. This initiative maintains close alignment with DHBs and shares vital information on Māori students and graduates that have studied in high priority areas such as medicine and nursing and are seeking to be employed. This data has been included in the strategy to highlight work being undertaken to grow the workforce.

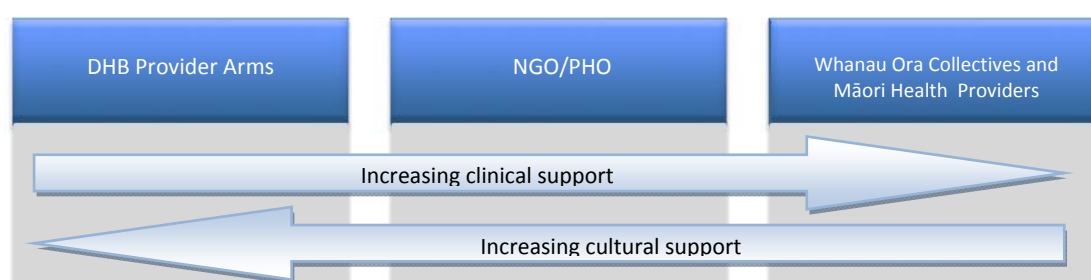
Regional Alignment

Tūruki works closely with the District Health Boards' Central Region Training Hub to align workforce development objectives. The Hub's workforce strategy is detailed in its *Statement of Intent 2013-2016*⁹ and comprises four key dimensions: capability, culture, change leadership and capacity. The Regional Services Plan¹⁰ also supports the development of Māori capacity building with the implementation of a regional Māori capability framework by 2017. The development of Rural Health Learning Centres also lends itself as a platform for Māori health workforce development.

Local Alignment

In recognition of the under representation of Māori in the Hawke's Bay health workforce and the projected growth in the Māori population, the *Tūruki Māori Health Workforce Strategy 2014-19* is a central feature of the HBDHB's workforce development initiatives. Tūruki supports The Hawke's Bay Nursing and Midwifery Strategic Plan 2014-2019 with the use of Maori models to deliver culturally appropriate care¹¹ and the Primary Care Strategy¹² which seeks to integrate both mainstream GP services and Maori provider services.

Diagram 1: Increase Cultural and Clinical Support and Training



Two-Pronged Focus on Capability

Diagram one demonstrates how the sector is working to increase capacity and capability within both the Māori and non-Maori workforce. Core to health improvement is HBDHBs commitment to strengthen the workforce that provides services to Māori. This includes both primary and secondary services and Māori health providers (including Whānau Ora collectives) having access to cultural and clinical support and training.

⁸ Kia Ora Hauora is funded by the Ministry of Health and DHBs to support more Māori to work in health

⁹ Hawke's Bay District Health Board, *Statement of Intent 2013-2016* (2013)

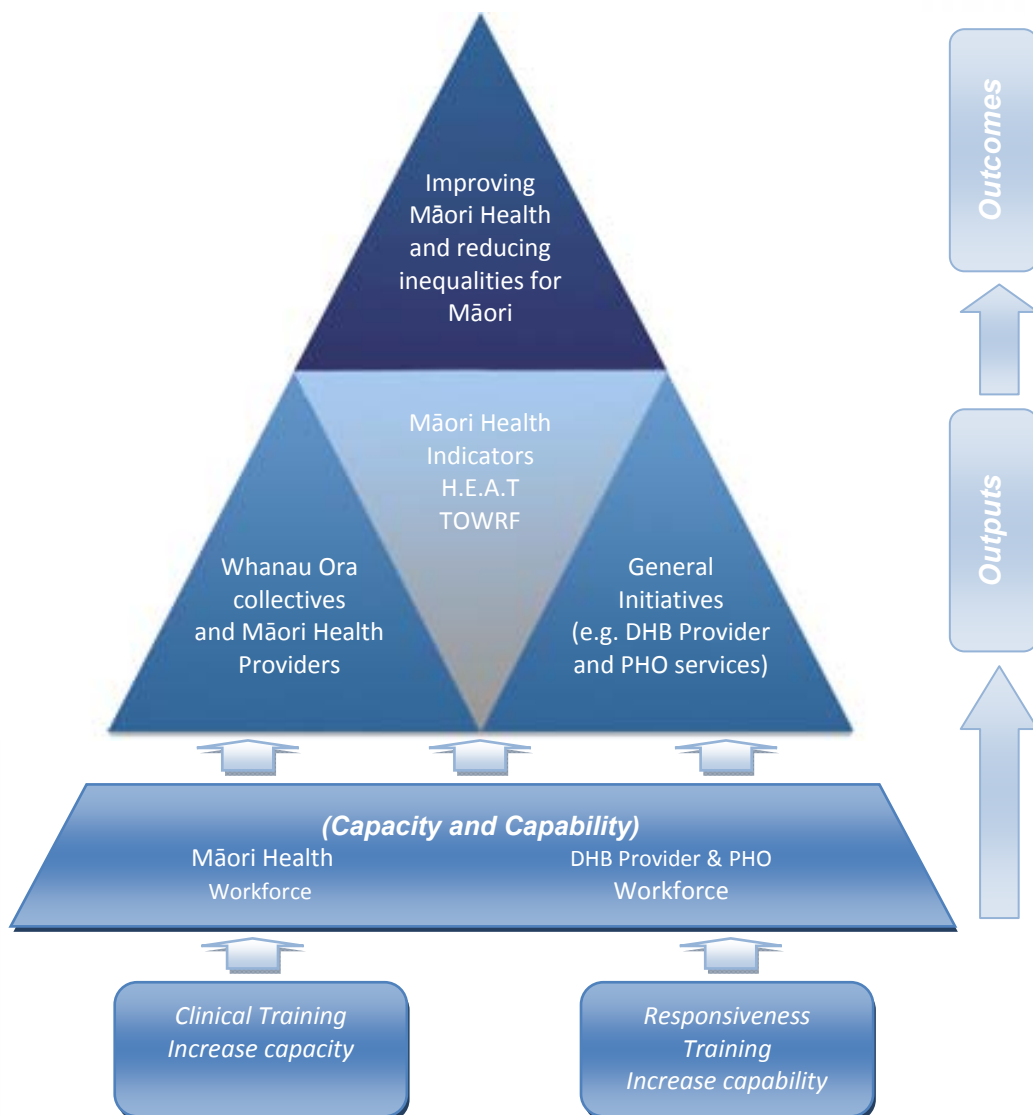
¹⁰ Regional Services Programme, *Regional Services Plan 2014-2017* (2014)

¹¹ Hawke's Bay District Health Board, *Strategic Plan Hawke's Bay Nursing and Midwifery 2014-2019* (2014)

¹² Health Hawke's Bay, *Primary Care Strategy* In Press (2014)

The process for assessing services for cultural responsiveness has been implemented across the health sector using the Treaty of Waitangi Responsiveness Framework (TOWRF). The TOWRF will eventually assess the entire health workforce – DHB and NGO sectors on completion of the roll out. An expectation by HBDHB is that all services will use the Framework to establish action plans that improve the quality of responsiveness of their services for Māori. In addition TOWRF provides analysis to detail the organisations’ overall responsiveness and capability to deliver to the Māori population and assist future service planning and continuous improvement.

Diagram 2: Overview of How Capacity and Capability Contributes Towards Achieving DHB Outcomes



CURRENT MĀORI WORKFORCE PROFILE

Although there has been slight improvement in employing more Maori into the DHB, Māori are significantly under-represented in the Hawke's Bay health workforce and the Māori workforce numbers are mostly concentrated in support service areas and in unregulated positions (see Table 1 below)¹³. Hawke's Bay District Health Board (HBDHB) has expressed a firm commitment to reducing disparities in health outcomes for Māori through increasing the Māori health workforce. In 2011 the overall percentage of Māori in the HBDHBs workforce was 8.85%¹⁴. This was well below the percentage of Māori in the region. The HBDHB has a key performance indicator that the percentage of HBDHB Māori staff should increase by 10% each year until it matches the percentage of Māori residing in the region. The Human Resources division are championing the progress against this target and are reporting to the Board monthly using five general categories: Support, Allied Health, Management and Administration, Nursing, Medical.

Table 1: Percentage of Māori staff in HBDHB

Staff category	HBDHB @ Jun-11	HBDHB @ Feb-14
Support	26.37	27.59
Allied Health	10.78	10.36
Management & Admin	9.28	14.92
Nursing	6.63	8.92
Medical	1.60	1.94
TOTAL	8.85%	10.60%

2014-2019 Action Plan

The action plan below highlights outputs planned for implementation in Years 1 through to year 5. The key deliverables are as follows:

- To strengthen and develop the Māori workforce capability
- To strengthen and develop the Māori workforce capacity
- Support non Māori workforce capability to provide cultural responsive services to Māori
- Establish & maintain relationships with enablers that support strategy implementation

¹³ A survey of providers was conducted in 2011 (see below). The comparison is not included here as the information is now out of date.

¹⁴ Eastern Institute of Technology, *Hawke's Bay healthcare workforce stocktake 2011. Report prepared for Hawke's Bay District Health Board (2011)*

ACTION PLAN 2014-2019

Objective One: Strengthen and develop the Māori workforce capability				Planned Deliverable: Increase the percentage of training / education of the Māori workforce	
OBJECTIVE	ACTION	LEAD	RESOURCE	TIME FRAME	KEY DELIVERABLES
Support professional portfolio development for Māori nursing within NGOs and HBDHB	Engage Māori to participate in PDRP training at HBDHB	DON – Maori, Post Grad Nursing Coordinator		Years 1-5	-100% of Māori engaged in PDRP programme complete portfolios as part of the Maori Nurse Recruitment Action Plan -Support a Māori position to reside on the PDRP Panel
Provide relevant training and education	Scholarships are allocated to areas that meet funding criteria & health priorities as defined in the Mai Maori Health Strategy	Senior Clinical Workforce Coordinator	-Service Manager – Oral, Rural, Community -Programme Manager – Māori Health -Nurse Director Māori	Years 1-5	Funding streams are aligned with relevant criteria: - Tūruki – Tertiary study in health supports priority areas - HWNZ Hauora Māori – Cert/Dip in health or health-related qualifications support priority areas - HWNZ Post Grad Nursing supports nurse prescribing as well as nurse practitioner role development
	Monitor pathway of Māori students from Certificate to Post-graduate level in all health-related programmes	Senior Clinical Workforce Coordinator	Workforce Development Consultant	Years 1-4	Track progress of applicants to ensure successful course completion and whether they have been employed
Support the implementation of Whānau Ora	Whānau Ora Collectives are engaged and have plans aligned to the Turuki programme	Senior Clinical Workforce Coordinator	Programme Manager – Māori Health	Years 1-4	-Work with Whānau Ora Collectives to develop strategic approaches to upskilling their Māori workforce -Support the development of Māori clinical leadership in a range of professional groups
Objective Two: Strengthen and develop the Māori workforce capacity				Planned Deliverable: Expand the Māori health workforce	
OBJECTIVE	ACTION	LEAD	RESOURCE	TIME FRAME	KEY DELIVERABLES
Tūruki Scholarships	Monitor the progress of Māori nursing & midwifery scholarship recipients	Senior Clinical Workforce Coordinator	-Director of Nursing – Primary & Tertiary -Nurse Director Māori	Years 1-4	Track progress to assist scholarship recipients to apply to HBDHB NetP programme to increase employment opportunities into the Hawke's Bay health sector
	Continue to increase the percentage of Māori engaged in the Programme Incubator	Education Manager	Programme Incubator Coordinator	Years 1-4	Increase the number of Māori student participation to 30% within all Programme Incubator Schools
	Investigate opportunities for internships with Ngāti Kahungunu Iwi and Whānau Ora Collectives	Senior Clinical Workforce Coordinator	Programme Manager – Māori Health	Years 1-4	Increase the participation of HBDHB with internships and science wananga with tertiary education providers

Maori Nursing	Implement the Māori Nursing Recruitment Action Plan	Team Leader Recruitment	-Recruitment Advisor -Nurse Director -Māori	Years 1-4	Increase the number of Māori nurses working in the HBDHB and ultimately the Hawke's Bay health sector through implementation of the Māori Nursing Recruitment Action Plan
	Support the Nursing & Midwifery Strategy	Director of Nursing	-Nurse Director Māori	Years 1-4	Promote cultural supervisors and support relevant education & training for cultural supervision & peer supervision across the health sector
School-aged students	Facilitate Intermediate-aged students to continue High School Sciences beyond Year 9	Senior Clinical Workforce Coordinator		Years 1-5	-Percentage of Māori students enrolled in relevant Academy programmes matches the Māori population in Hawke's Bay -Māori students are tracked into high school with uptake of science subjects beyond Year 9
Māori recruitment & retention in the health sector	Monitor Māori Staff numbers within DHB and NGO	Workforce Analyst	Contracts Manager	Years 1-2	-Regular reports are provided in departments that contain increased Māori staff numbers -Establish contracting framework to gather ethnicity data with NGOs -Commence gap analysis to determine workforce priority areas within the sector
	HBDHB communication channels reflect the sector values of tauwhiro, raranga te tira, he kauanuanu and ākina	Publications & Website Manager	-Māori Health Service Manager -Workforce Development Consultant	Years 1-2	-Case studies of Māori that work within the DHB to be included in marketing & employment strategies. -Māori imagery used -Strong link to NKII initiatives and the bring Kahungunu home strategy
	Application & Interview process	Team Leader Recruitment	-Recruitment Advisor -Māori Health Service Manager	Years 1-2	-Recruitment Tool Kit – cultural safety awareness evidenced. - Interview techniques module and links to information regarding Māori health inequities in Hawke's Bay included
	Orientation & Induction	Education Manager	GM Māori	Years 1-2	-Review orientation programme -Implement action plan as a result of the review that support Māori employees to engage with orientation programme
	Employee support	Senior Clinical Workforce Coordinator	-Senior HR Advisor -Chair Te Ara Kotahitanga	Years 1-5	-Implement and monitor tuakana/teina programme for all Māori employees from induction to exit interviews
Objective Three: Non Māori workforce capability			Planned Deliverable: Percentage of Non Māori staff within HBDHB meeting cultural requirements from Treaty of Waitangi Action Plans¹⁵		
OBJECTIVE	ACTION	LEAD	RESOURCE	TIME FRAME	KEY DELIVERABLES
Increase cultural responsiveness of the Hawke's Bay health sector	Support provided to attain cultural safety across HBDHB, PHO & NGOs	Senior Clinical Workforce Coordinator	-Māori Health Service Manager -Education Manager	Years 1-3	-Mandatory cultural training for HBDHB is attended and monitored for implementation -Cultural & Treaty training packages reviewed and re-designed -Cultural training numbers by department are reported to MRB six monthly

¹⁵ Treaty of Waitangi Actions Plans are agreed actions that arise out of DHB Business Units to meet the Treaty of Waitangi Responsiveness Framework. For eg, an action may include recruitment of more Maori into areas that have high utilization by Maori

	Increase Māori Workforce in services of high utilisation by Maori	Senior Clinical Workforce Coordinator		Years 1-3	-Implement gap-analysis project to identify barriers and opportunities to increase Māori workforce with a focus on succession planning to replace aging workforce
	Explore cross- agency experiential learning	Senior Clinical Workforce Coordinator	Māori NGO	Years 1-5	-Explore opportunities for Non-Māori to engage in experiential learning between agencies (ie DHB – Māori NGO) for up to 3 months at a time -Review learnings to roll out programme
Objective Four: Enablers to support strategy implementation			Planned Deliverable: Relationship are established and maintained regional and local providers		
OBJECTIVE	ACTION	LEAD	RESOURCE	TIME FRAME	KEY DELIVERABLES
Partnerships with Local and Regional health & education providers	Relationships support health services & health education to improve Māori health sector capability & capacity	Senior Clinical Workforce Coordinator	-Director of Nursing – Primary & Tertiary -Nurse Director Māori -Programme Manager – Māori Health	Years 1-5	Number of projects with stakeholder increases by one new project per partner per year with: -EIT -Other Tertiary Providers -Regional Training Hub -Kia ora Hauora -Ministry of Social Development -HBDHB -Ngāti Kahungunu Iwi -Health Workforce NZ -Careers New Zealand -Careerforce ITO -Tu Ora – Dr George Gray - Māori NGOs
Evaluation of Tūruki Strategy	Implement and evaluation of the Tūruki Strategy 2014-2019	Senior Clinical Workforce Coordinator		Year 4	-Evaluation completed -Recommendations received by Steering Group
Development of Tūruki Strategy 2019-2024	Implement recommendations from evaluation into Strategy	Senior Clinical Workforce Coordinator		Yr5	-Strategy is developed in consultation with sector ie PHO, NKII, HBDHB, EIT -Final version is accepted by Steering Group and Māori Relationship Board



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